

Date: Fri, 24 Mar 1995 21:56:57 -0500

From: Bdunn1@aol.com

To: DKAISER@aol.com, Rob@navisoft.com, brewster@wais.com, Bruce@wais.com,
nick@wais.com, SDPearson@aol.com, Bobsmith@aol.com

Subject: Websoft/WAIS offsite

To: DavidK,Rob,Brewster,Bruce, Nick,Scott, BobS:

I will be receiving a note from Scott Pearson - it will help integrate a Websoft/WAIS -ISC view so customers will not be confused about what strategy/direction we are taking. We are having a Monday meeting with Datatimes and something more is needed that our last meeting provided. This could be start of material we need to give to customers. Rob: some of it based on your breakfast meeting. Do you have any notes to share?

I will also pass along Scott's Word document on Crispian - code name for ISC endeavor. This is highly confidential.

Rob: we put the "rivalry" to bed this morning.

There may be a couple ways to organize our efforts; these are just viewpoints and nothing more at this time. I am "wing-shooting" a lot of this and defer to your expertise/experience. I hope our mini-offsite will clarify. There is a Brand offsite I may attend on April 5 and I would like to have a fair idea of our direction.

1. There is a feeling that WAIS is the internal web site developer. Some of this is Audrey's view and some of it is probably based on Lyn Chitow's experience with the Browser. This would give the Brand the same kind of customer support they have had with their big accounts; when a customer like Hatchette wants to put up a web site the Brand "hires" WAIS. Maybe we propose to Brand that they pay \$1,000,000 and receive 10 sites, or some number, and WAIS views this as a profit center instead of a cost center like AOL Technology which we don't want to become. We need to stay a profit center. Maybe this becomes a pretty standard business and instead of custom design and supports a lot of package sales/support services. Maybe there is a lot of follow on business where the Brand hires you above the initial commitment. On "smaller" jobs you build a cadre of outsources (maybe with Ron Dennis' help) since he is intensely building developer communities. Content preparation help, etc. would be required since the current "producer" model of organizing the IPs material is probably waning - so tools (navistuff, rmg, etc.would be required) Some may be given to the customer by the Brand; some may be sold. Maybe you even expand into system integration when the customer needs billing, etc. - maybe internal, maybe with outside contractors. This area would probably require resource in Vienna integrated closely with the Brand. This would be a tightly integrated product with the Brand, probably. The business model would be run by the Brand.

2 .There is the WAIS outside the box - this is the model of doing what WAIS does now
in setting up publishing businesses. The model here is J/V using Datatimes, JuriNet, Farmer's Journal, American Political Network, et. al. to begin a context by type - business, law, agriculture, politics et. al. so that the net can begin to have some shape and form around content. I believe the boldest words and most ingenious execution will be a winning formula. I also believe we must put a stake in the ground on this and be the definers. We may only have weeks, or months, before we will be reading our ideas in Business Week, hopefully not by our competition. You are probably more sensitive to this than I since you are with customers more. It will be business oriented, vertical market developed, surcharged (alien to AOL of past) and need subscriber, advertising, support, etc. with future integration possibilities when Brand matures to level of working with these publishers.

Our positioning of being the closest to the Brand when they decide to "point the arrow" and drive eye-balls will be a powerful attractor (I hope). The screens on the service will have buttons called Business, etc. that we can call upon (again, I hope) The bulk of the 200 may be in this area but much may be in the (1) above area. I would see this as the most aggressive development area; world wide - net present since I want our positioning to be global from the get-go. Intensive implementation of web crawling, cooperative ants, ubiques, CD's, video streaming, etc. will demonstrate these are the world class accomplishments the net is capable of performing. We have to exploit the Greenhouse model that the Brand initiated and use it for content development, technical development so that every young brilliant idea can have a place to build in. We have to be profitable and squeeze value out of everything and if we "give" something away it has to be a trade for potential or actual value and the most latitude is here for new, innovative, aggressive - but friendly to our customer - behavior, non-constrained business strategies can be employed. To ramp up will mean new ways of developing, building, licensing, acquiring, etc. and will probably need a "process-driven organization" relying on outside sources or subs. We have much to share and cooperate with all of the other developments both within and without AOL. We need to work in the open area in as many ways as we can. There will continue to be a very aggressive action oriented acquisition, j/v mileau constantly spinning as the rate of change increases in this web-centric world. We must always remember there are customers to serve and keep our cannon fire on those outside the walls, not on each other. Everyone is moving with fewer "data points" than they would like to have but this is the world we are going to have to survive in. This is the model which has been the most difficult to try to get our arms around. We need maximum effort at the off-site to flesh out or replace with a better view.

3. Websoft may end up as was originally defined as the company of the Terisa projects, which are extremely important, but not worthy of taking our brightest and tying them up. I spoke to DavidK about this and he is driving to get Terisa on the tracks, managed, and while responsible for it has to get out of the day to day loop. The template, if we can develop it, can address itself to a myriad of needed solutions such as page creation on the techy end to "community standards" to constrain child porn pictures. Some of these issues are going to be very "net" sensitive and will probably end up with United Nations kinds of constituencies that we don't want to get entangled within but would like to be in a constant leadership position of helping to define the community.

In general I would like to see us work with the C's - Content, Context, Community, Commerce. We also have some W's. Websoft, WAIS, Web Publishing, Web Crawler, etc.

This is not to say we should be cute but can these be woven into the infrastructure of what we are? Maybe Redgate has some ideas.

I will cut this short; train is pulling into station. Give me feedback, etc.

regards,

Bill

Date: Wed, 29 Mar 1995 11:57:56 -0500
From: Bdunn1@aol.com
To: rob@navisoft.com, brewster@wais.com
Subject: Fwd: Internet Sales Status Report

Was anything done on this? If not, could that be an deliverable from the offsite?

regards,

Bill

Forwarded message:

Subj: Fwd: Internet Sales Status Report
Date: 95-03-23 22:59:42 EST
From: Bdunn1
To: rob@navisoft.com, brewster@wais.com

FYI: Bill

Forwarded message:

Subj: Fwd: Internet Sales Status Report
Date: 95-03-23 22:24:11 EST
From: Audrey
To: Bdunn1, Leonsis
CC: Rccbohn, KatherineB, JDaggitt
CC: LCameron, LynC2, DKrifcher, Bobsmith

Ted, Bill,

Here's an update on where we are with web site sales to AOL accounts. I'd like to have the AOL account owner on my team continue to coordinate that effort with your team Bill.

We still need a general set of slides on what the web site deal is, and how we can pitch it initially for you/Rob/Brewster. I think we are finding that the initial price tag of Brewster's sites is high vs. what partners are being quoted by other vendors, and so we need to be able to articulate the benefits of our approach and why it is more.

The work Wais is doing on the AOL site will be great--we'd like to be able to point to several sites that Wais has done as models of what we can do for them.

This is going slowly....what should we do to accelerate?

Thanks

Audrey (my undying AOL sense of urgency is flagging a big in this area!)

Forwarded message:

Subj: Internet Sales Status Report
Date: 95-03-21 17:04:48 EST
From: Rccbohn
To: Audrey

Audrey,

Below are the status reports I've received to date (after a week of repeated phone calls and emails). There are two reports missing. Any suggestions?

KatherineB

- * Bank of America: has sent report to Bill Dunn summarizing potential problems using RMG technology in transaction-based areas.
- * Morningstar: gave Bill Dunn CEO's name and phone for him to contact.
- * Inc.: provided contact name to Rob Wilen
- * Vanguard: gave Rob John Heywood's name and number
- * Business Week: they have started discussions with Rob

(Katherine asks if you want her to continue tracking these or, having made the links to Dunn and Wilen, should she step back?)

Lyn Cameron

- * ZiffNet: Dunn has talked with them
- * Compaq: Need to wait until bundling deal is finalized before proceeding with Internet sale
- * Nintendo: Lyn meeting them this week; a discussion item
- * IDG (PC World & MacWorld): Discussion item for 3/23 meetings
- * Intel: Meeting with Lyn Chitow on 3/22
- * Dell, US Robotics, IBM, Gateway: no news

Chris Hill

- * Cowles/Simba: Wilen has given them a proposal
- * Reuters, Congressional Quarterly, Newsbytes, CSPAN, NPR, Dow Jones: no news

Jack Daggitt, Bob Smith - no responses